



## **VHA National Nursing Strategic Plan 2008 - 2012**

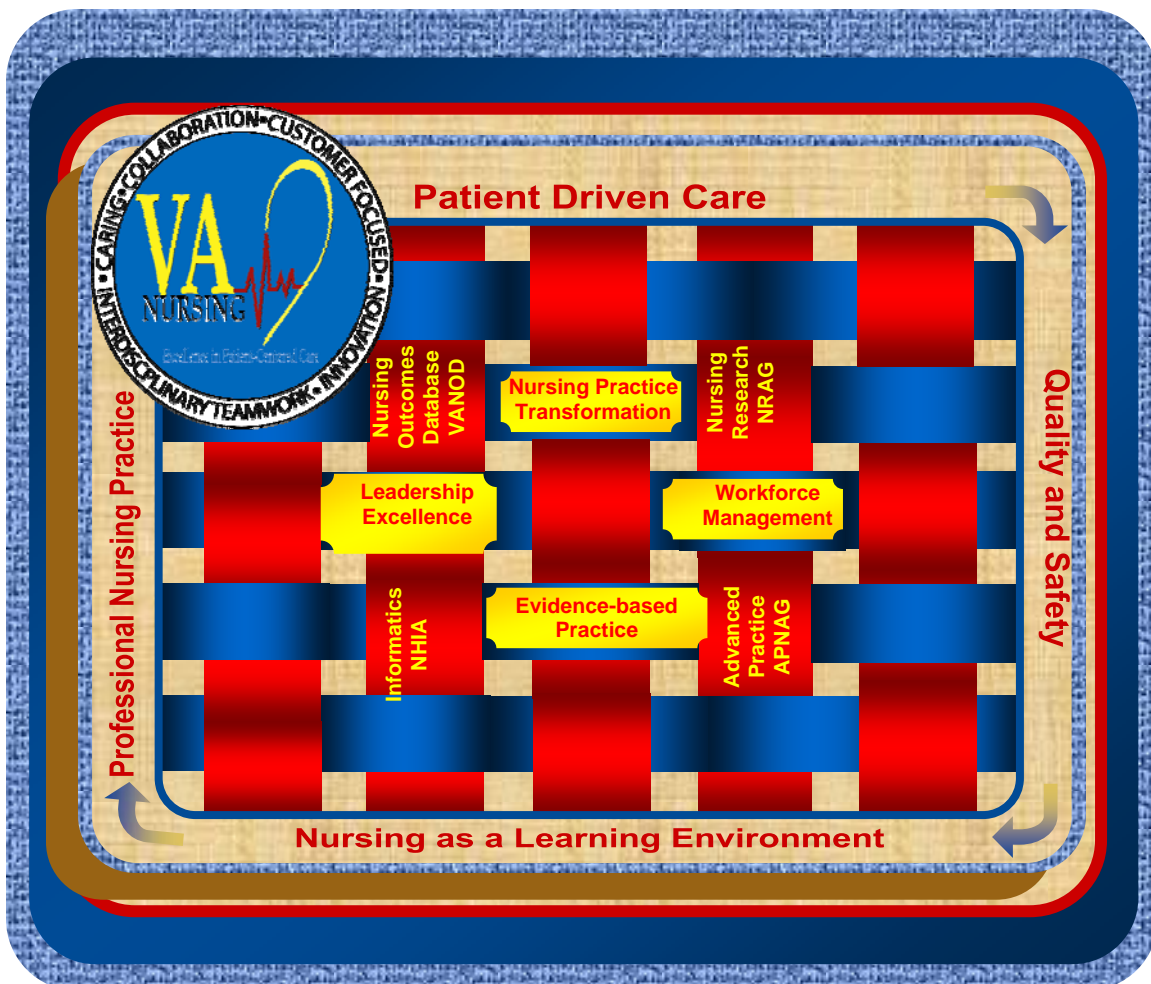
### **VA NURSING VISION**

**VA Nursing is a dynamic, diverse group of honored, respected, and compassionate professionals. VA is the leader in the creation of an organizational culture where excellence in nursing is valued as essential for quality healthcare to those who served America.**

The Office of Nursing Services (ONS) provides leadership, guidance and strategic direction on all issues relating to nursing practice and nursing workforce across the continuum of care. ONS is committed to aligning nursing strategic goals with field-based operations and organizational priorities. National nursing strategic goals are developed through a process that is shaped by healthcare projections and a clearly defined desired future state for VA, VA nursing, and the discipline of nursing. A National Nurse Executive Council (NNEC) is the field advisory body that provides expert nursing opinion for the development of national nursing strategic goals. NNEC membership develops proposed national nursing initiatives for all strategic goals. The VA Nursing Strategic Plan provides the roadmap for VA nursing to initiate and support key actions that shape the envisioned VHA future. Through this structure, NNEC and subcommittee members have substantial impact on shaping the future for VA nursing and facilitating innovations in nursing practice, informatics and technology, and business processes that enhance quality and patient safety.

## VHA National Nursing Strategic Plan Model An Integrated Approach

The graphical representation of the strategic plan is an interwoven model where the National Nursing Goals of: Nursing Practice Transformation, Evidence-Based Practice, Excellence in Leadership, and Workforce Management are interconnected and strengthened by the VA Nursing Outcome Database (VANOD), Nursing Research Advisory Group (NRAG), Advanced Practice Nursing Advisory Group (APNAG) and Nursing and Healthcare Informatics Alliance (NHIA). The concept of “network weaving” is to connect groups and their work together into larger threads of patient driven care and professional practice that then create an overall tapestry that is uniquely VA Nursing.



## **National Nursing Strategic Goals**

The National Nursing strategic goals are in direct alignment with VHA priorities. System-wide attention to these interdependent Nursing goals will provide leverage that will lead to achieving the desired future state: the Vision for VA Nursing.

It is important to note that there are critical programs supporting each of these interdependent goals:

- ⇒ informatics/technology,
- ⇒ data management,
- ⇒ research and
- ⇒ advanced practice.

Key Objectives are listed for each of the strategic goals. Specific initiatives/action items for these objectives are developed through a consensus process between the Office of Nursing Services and the National Nurse Executive Council representing nurses across VHA. As these action items are developed, they incorporate timelines, accountability and deliverables for the strategic objectives. The Office of Nursing Services intranet web page maintains an updated status on the details of the goals, objectives and action items/initiatives for the National Nursing Strategic Plan.

### **1. Nursing Practice Transformation**

**Goal:** Establish systematic approaches to support efficient and effective patient-driven care in all settings and programs.

<b>Objectives</b>
<b>1.1. Adopt patient-driven nursing care delivery models that articulate and prepare for future practice environments, populations, technologies and workforce designs.</b>
<b>1.2. Using systems redesign principles, deploy an automated, data-driven, evidence-based staffing methodology that supports the patient-driven care delivery models.</b>
<b>1.3 Facilitate and support national approaches to address key Initiatives such as OIF/OEF Polytrauma and Case Management, Post-Discharge Follow up, Pain Management, MRSA, My HealtheVet, Perioperative and Caregivers initiatives.</b>

## 2. Evidence-Based Practice

**Goal:** Create an environment of inquiry in which all nurses apply the best available evidence to improve healthcare delivery and outcomes throughout the VA.

<b>Objectives</b>
<b>2.1. Develop a business case for evidence-based practice (EBP) throughout VA Nursing.</b>
<b>2.2. Develop an infrastructure for EBP.</b>
<b>2.3. Develop an education plan to demystify and engage all nursing staff in evidence-based practice.</b>
<b>2.4. Implement and disseminate EBP tools.</b>
<b>2.5. Collaborate with HSR&amp;D to develop an action plan and evaluation plan to track progress of nursing advancements for EBP.</b>
<b>2.6. Develop plan to increase nursing research capacity in the VA.</b>
<b>2.7. Create systematic processes to identify nursing sensitive measures that impact patient outcomes.</b>

## 3. Workforce Management

**Goal:** Continue to enhance the competent, dedicated, compassionate, and high-performing nursing workforce through retention, recruitment, and organizational initiatives.

<b>Objectives</b>
<b>3.1. Develop and facilitate programs that support organizational health associated with high nurse satisfaction and quality veteran outcomes.</b>
<b>3.2. Support facilities pursuing ANCC Magnet recognition.</b>
<b>3.3. Promote avenues for increasing the number of nurses with certification.</b>
<b>3.4. Foster local implementation of recommendations to streamline and shorten the hiring process.</b>
<b>3.5. Foster local implementation of programs to reduce nursing staff injuries.</b>
<b>3.6. Advise Congressional Affairs on the expansion of scholarships and tuition reimbursement for new hires.</b>
<b>3.7. Design and support programs to distinguish VHA Nursing as a learning organization (to include a focus on long-term retention of new employees).</b>
<b>3.8. Advise and support the implementation of the Travel Nurse Corps (TNC) pilot.</b>
<b>3.9. Establish processes for educating nurse executives and human resource management chiefs on existing authorities and best practices for nursing retention, recruitment and competitive pay.</b>
<b>3.10. Develop and implement mentoring programs for nurse scientists (i.e. new hires and novice scientists).</b>
<b>3.11. Develop and implement programs to prepare nurses to assume specialized roles for targeted areas of current and projected needs (i.e. perioperative, oncology, OIF/OEF, infection control).</b>
<b>3.12. Develop programs and training to ensure timely service delivery to veterans and address national emergency response plans for local, state, VISN and national needs.</b>

## 4 Leadership Excellence

**Goal:** Sustain, support and develop leadership orientation, education and system wide programs that prepare nurse leaders for the future.

<b>Objectives</b>
<b>4.1 Continue the Leadership Excellence Guide for Enduring Nursing Development (LEGEND) program.</b>
<b>4.2 Implement and evaluate the Career Path Program.</b>
<b>4.3 Develop Leadership programs to support key nursing roles for each career path.</b>
<b>4.4 Implement and evaluate the electronic proficiency system.</b>
<b>4.5 Develop and initiate action plans, in collaboration with the Workforce Management Group, to sustain high-level RN practice and satisfaction.</b>
<b>4.6 Enhance business and informatics competencies of key Nursing Leaders.</b>
<b>4.7 Establish a nursing consultation program to support facilities, VISNs and VACO to incorporate processes related to early intervention for high risk issues.</b>
<b>4.8 Develop strategies to further develop the ECF Nurse Executive Track program.</b>
<b>4.9 Provide guidance on prioritization and executive level management of strategies related to technology, advanced practice, research and VANOD.</b>